

CITY OF MOUNTAIN VIEW 2007–2008 ANNUAL REPORT

This year's Annual Report highlights many of the innovative and outstanding programs, services and facilities available to residents and illustrates why our community is such a great place to live.



The City of Mountain View continued its efforts during Fiscal Year (FY) 2007-08 to make our community a leader in creating vibrant neighborhoods, maintaining healthy commercial areas and ensuring responsible local government. With an emphasis on preserving Mountain View's quality of life for generations to come, the City began work on updating the General Plan by inviting community members to help create a vision for Mountain View's future. At the same time, the City Council approved an Environmental Sustainability Initiative and Task Force that are designed to transform current environmental efforts into a long-term program.

General Plan Update—An update of the City's General Plan, the road map used to guide new development, began this year with a process designed to gather input from the local community to help create a vision of what the City should be like in the future. A series of volunteer training sessions and a community meeting on June 7th were held to enable the public to identify key community goals and values that will inform revisions to the General Plan. For more information on the General Plan visit www.mountainview2030.com



Stevens Creek Trail

This year, the City completed construction of a section of the Stevens Creek Trail running from the existing Yuba Drive trailhead to the south side of El Camino Real. This section includes a pedestrian/bicycle tunnel under El Camino Real, which allows pedestrians and bicyclists to cross underneath El Camino Real. The tunnel entrance features bluestone facing and the tunnel interior is lined with continuous overhead skylight.

A design plan for the next trail extension, from the south side of El Camino Real to Sleeper Avenue, is also underway this year. The next section will include the installation of a pedestrian/bicycle bridge over Moffett Boulevard. A second phase, that will continue the trail further south from Sleeper Avenue over Highway 85 and extend the trail to an open area near the Dale Avenue/ Heatherstone Way intersection, is in the planning stage, as well.

Part of the funding for the final phase of the Trail will come from two grants received by the City. A \$874,000 California Rivers grant was awarded to the City by the State Resources Agency and a \$275,000 Transportation Fund for Clean Air Program Grant was received from the Bay Area Air Quality Management District.



Parks and Open Space

Mountain View offers its residents thirty-five different parks, as well Shoreline at Mountain View Regional Park and the Stevens Creek Trail to fit the needs of the community. This year, the City continued to improve and expand park and recreational facilities, while looking ahead to the community's future needs with the development of both the Parks and Open Space Plan update and the new Recreation Plan.

Sierra Vista Park

Mountain View celebrated the completion and opening of a new park on Sierra Vista Avenue this spring. The design for the new o.8-acre park was created in conjunction with neighborhood residents who provided their ideas and suggestions at community meetings. The new park features play structures, swing sets, picnic tables with benches, a large lawn area, pathways and other amenities.

Additional Neighborhood Park Properties Purchased

In recent years, the City has been developing parks throughout the City. These parks are designed to help ensure an even distribution of open space and recreational opportunities throughout the community.

This year, the City purchased land for two parks using park in-lieu fees contributed from development projects within the neighborhood areas. In the Del Medio neighborhood .35 acres was acquired for a future park, and in the Central neighborhood .62 acres was acquired for a future park. These parks are designed to help ensure an even distribution of open space and recreational opportunities throughout the community.

Playground Improvements

Playground areas at four City parks were renovated this year as part of an ongoing program to improve and update play areas throughout the community. **Whisman Park** includes a new play structure for children age 5 to 12 that was installed, along with swings and a play panel. At **Castro Park**, a new play structure for children age 2 to 5 was installed, along with new swings and a stand-alone spring rider. **Rengstorff Park** has a new play structure for children age 2 to 5 that was installed in the tot lot along with new swings. In **Gemello Park**, a new play structure for children age 5 to 12 was installed, and other existing equipment was updated.



This year, Shoreline at Mountain View Regional Park introduced Environmental Docents, a pilot program offering docent-led walks to educate the public about the area's innovative history and natural surroundings.

Protecting the Environment

Mountain View has been an environmental leader with initiatives ranging from clean-emissions City vehicles and landfill gas-powered turbines to an annual Arbor Day tree-planting program. This year, the City began developing a long-term plan for Mountain View's environmental health.

Environmental Sustainability Initiative and Task Force

The City Council approved an initiative to help implement greenhouse gas (GHG) reduction in Mountain View and voted to endorse the U.S. Mayors Climate Protection Agreement, which commits the City to working to reduce GHG emissions. The initiative includes the hiring of a Sustainability Coordinator for one year to work with the Environmental Sustainability Task Force to advise the Council on potential action and to collaborate with other agencies.

City efforts to reduce GHG emissions include the development and completion of the City's Transit Center, transit-friendly development projects, implementation of green technology and practices in new City facilities, solar powered pumps in reservoirs, solar lighting, use of low-sulfur and bio-diesel fuels, use of LED lighting in traffic signals, and development of landfill gas power in the North Bayshore Area.

The City has formed the Task Force of community members to develop a community-wide action plan to reduce greenhouse gases. Within the City organization, a new Green Team of City staff is creating an inventory of current sustainability practices and will recommend new initiatives related to City operations, including environmental purchasing processes.

Water Recycling Project

Construction began this year on a new recycled water distribution system that will bring recycled water from the Palo Alto Regional Water Quality Control Plant to Mountain View for distribution throughout the City's North Bayshore Area. The new system is a joint project of the City of Mountain View and neighboring Palo Alto. Once construction of the system is completed in



early 2009, Mountain View will receive 3 million gallons of recycled water per day at no cost for a period of 30 years. The recycled water will be a reliable, drought-proof supply to meet the North Bayshore Area's irrigation needs, replacing costly potable water. Funds for the project come from the Cities of Mountain View and Palo Alto, as well as from the State of California. The State Integrated Regional Water Management Program is providing \$1 million of grant money for the project.

Green City Hall

The City received Green Business certification this year from the Bay Area Business Program, confirming that Mountain View's downtown facility meets or exceeds standards for conserving natural resources, preventing pollution and minimizing solid waste.

City Hall Energy Savings

To save both energy and money, Mountain View took steps this fiscal year to improve the heating, ventilation and air conditioning system (HVAC) in City Hall, making it more efficient.

City Facilities



Mountain View is home to many innovative and high quality community facilities, including the Mountain View Center for the Performing Arts and

Shoreline Regional Park. This year, the City celebrated the groundbreaking of a new Child Care Center intended to help fill the needs of low-income families.

Child Care Center



The new Mountain View Child Care Center, located at 260 Escuela Avenue, is scheduled to open in September of 2008. It will be operated by the Children's Creative Learning Center, a locally-based, prominent national provider of child-

care services, and will serve up to 104 children, ranging from infants to youngsters 5 years of age.

The Center design includes public art, several community-use features, including a community resource room and a children's playground. A portion of the funding for the Mountain View Child Care Center was made possible through a partnership between the City and the David and Lucile Packard Foundation.

Shoreline Maintenance Facility

The City began work this year on a new 8,300 sq. ft. office and shop building that will house landfill, Shoreline Park and golf links maintenance staff and equipment, along with providing space for Shoreline Park Rangers. Construction began in September 2007 and will be complete by the end of 2008.



Computer users can now watch live video coverage of City Council meetings, the Environmental Planning Commission, and access an archive of previous meetings by visiting the City's website at www.mountainview.gov.

New Public Art at Shoreline

Mountain View celebrated the addition of a new sculpture titled Swift Crossing Artwork at the Terminal Boulevard entrance to Shoreline Park this year. The sculpture depicts birds in flight and is made from a composition of metals. It is part of the City's collection of artwork made possible through public/private partnerships, community involvement and limited public funds.

Rengstorff House Windmill

A restored windmill was dedicated and presented to the City this year by the Friends of Rengstorff House. The windmill is part of the historic Rengstorff House, located in Shoreline Park and maintained by the City. The farmhouse, now open to the public, once belonged to one of Mountain View's founding families and has been restored to its original condition.



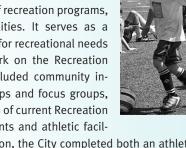
Parks and Open Space Plan Update

The City conducted a comprehensive review of open space needs this year as part of updating the Parks and Open Space Plan. The Plan offers a long-range vision for the future and is used to guide decisions about park and open space resources, as well as environmental and conservation efforts.

The Plan includes a detailed evaluation of current park and open space needs in the City. It also prioritizes recommendations for the future acquisition, improvement and preservation of parks and open space.

New Recreation Plan

As a companion to the Parks and Open Space Plan, the City's Recreation Plan provides a new comprehensive review and assessment of recreation programs, services and facilities. It serves as a guide to planning for recreational needs in the future. Work on the Recreation Plan this year included community input from workshops and focus groups, along with surveys of current Recreation program participants and athletic facil-



ity users. In addition, the City completed both an athletic facility inventory in Mountain View and an analysis of recreation patterns, preferences and trends.

Bike Plan Update

The City updated its Bicycle Transportation Plan that provides a comprehensive overview of the current and planned bikeway system. With an approved Plan, the City becomes eligible for State Bicycle Transportation Account (BTA) and regional Bicycle Transportation Program (BTP) grant funds for the City's proposed bicycle projects. The plan also has the added benefit of building upon a goal of the 1992 Mountain View General Plan to "make it easier and safer for people to travel by bicycle."

A bicycle boulevard is a modified bicycle route providing a more convenient and efficient



skill levels than a typical bike route and includes signage, pavement markings and, in some cases, traffic calming. This fiscal year, Mountain View has implemented a demonstration bicycle boulevards in the northern area of the City along roadways including Montecito Road, Central Avenue and Easy Street.

Youth Advisory Committee

This year, the City Council created the Youth Advisory Committee from the City's former Youth Advisory Group in order to better enable young people to work directly with the Council Youth Services Committee and to increase communication between local students and the City Council. The role of the new Youth Advisory Committee is to help indentify youthrelated needs in the community and make recommendations to the City Council on youth-related programs, services and facilities. The Committee is currently comprised of ten middle school and high school students.

Senior Advisory Task Force

The City Council appointed a Senior Advisory Task Force this year to serve in an advisory role on senior programs, housing, transportation and social services. The Task Force is comprised of seniors who are Mountain View residents and represent a cross section of the community, as well as professional providers of senior services and programs. The Task Force's service is limited to one year. It is charged with developing recommendations on senior issues to be presented to the City Council for consideration. The Task Force's initial recommendations are focused on three areas: transportation needs, available outreach to seniors with services/resources available, and a survey of seniors general needs.

MOUNTAIN VIEW DEVELOPMENTS

Business & Private Development

El Camino Hospital

Work was completed this fiscal year on a 65,000 sq. ft. medical office building on the El Camino Hospital campus. A parking structure and dialysis center have already been completed, and a new hospital building should be completed by next summer.



New Office Development

The City moved forward with the development of additional office buildings is three areas of the City this year. The City Council approved two 5-story office buildings on the former Hewlett Packard site at 690 E. Middlefield Road, as well as two 4-story office buildings on a site at 625 Clyde Avenue. In addition, the Environmental Planning Commission recommended rezoning land at 331 Fairchild Drive to allow for the development of a 3-story office building.

COMMUNITY HIGHLIGHTS

Community Outreach Program

The City's Community Outreach Program served more than 16,000 this year, providing information on City programs and services to residents in four languages-English, Spanish, Russian, and Chinese—at meetings, special events and via telephone and E-mail.

The Fire Department also worked with the community outreach program on training more than 200 citizens in the Community Emergency Response Team (CERT), with classes offered in English, Spanish and Mandarin. (See related story on page 3).

Performing Arts Programming

The Mountain View Center for the Performing Arts is one of the premier venues in the Bay Area and offers Mountain View residents the opportunity to see live theater, music, dance and lectures, along with a gallery of art displayed in the lobby. This year, the Center presented a wide range of cultural programming this year, including children's theater in the park during the summer and special holiday programming and events during the winter.

City Volunteer Services Program

Each year, hundreds of local residents donate their talents to our City, working in areas ranging from the Rengstorff House and the Center for the Performing Arts to the Library and the Police Department. More than 635 volunteers contributed over 32,000 hours of service to the City in 2007-08. Volunteers worked in a broad range of programs and services, contributing their time and skills as part of the Volunteer Services Program team.



Library Programs and Services

The Mountain View Public Library celebrated the 10th anniversary of the City's state-of-the-art library facility this year, and temporarily closed for the month of February in order to provide automation updates and improvements to the building. The City celebrated on Reading Day, October 27 with child and adult activities and a book fair. Mountain View Library remains a leader in providing innovative and important programs and services to our community, ranging from an on-line catalog with book summaries and reviews to adult literacy programs and children's activities.

Library Remodeling and Update

During February, the Library made a number of service and facility improvements, including expanding the general collection, Teen Zone collection and adult learning collection; installing new self-check machines and signage; and creating new study and quiet areas, drive-up returns, and lobby seating.

New On-line Library Services

Library users can now access additional information about books by using the on-line catalog, including a summary of the book, the table of contents, reviews and an image of the book jacket.

Mountain View Reads Together

The recently launched Mountain View Reads Together Program successfully brought together community members, as well as representatives of local agencies and organizations, to read and discuss the same book. The Library hosted several program activities designed to inspire residents to read.



EvenStart Grant

The Library received \$8000 in the third year of an EvenStart Federal grant that funds a partnership with the Mountain View Los Altos Adult School. The program enables Mountain View librarians to help local parents develop their reading and library-use skills and share these skills with their children.

Neighborhoods & Housing

Expanding housing opportunities and enhancing the quality of life in local neighborhoods remain top priorities of the City of Mountain View. This year, the Council Neighborhoods Committee held three neighborhood meetings with 165 residents attending to discuss local issues and gather community input. At the same time, the City continued its efforts to provide

housing for Mountain View residents through the development of new housing sites and partnerships with nonprofit housing organizations.

Family Rental Affordable Housing

Plans to develop a City-owned downtown property located at the southeast corner of West Evelyn and Franklin Street as the site for a new family rental affordable housing development moved forward this year. A non-profit developer for the site was selected and community meetings to gather public input on the design will be held in the coming year. The City Council has reserved \$7 million in local housing funds and \$1.5 million in Federal funds for affordable family rental development downtown.

Downtown Habitat for Humanity Proposal

Habitat for Humanity, a nonprofit organization building housing affordable to very low-income families, proposed the construction of ownership housing near the northwest corner of Middlefield Road and Whisman Road. The 1.15-acre property, formerly the location of the Wagon Wheel Restaurant, is currently vacant and zoned for commercial-office development. Before the project moves forward, a number of public hearings and community meetings will be held to consider the possibility of rezoning the property.

Private Housing

Miramonte

The Council approved a development project consisting of 58 homes on the former 6.73-acre Southbay Christian school site at 1136 Miramonte Avenue. The proposed unit types include 13 single family detached homes, 13 small lot single family detached homes, 32 detached rowhouses and a 15,000 square foot open space area. A new public road will loop through the project site from Miramonte Avenue. The project is currently under construction.

Satake Nursery Site

Design plans for new homes on the former Satake Nursery site located at 1079 Marilyn Drive were approved. The proposal calls for the construction of 37 single-family units on the 6.13 acre site. The project received public hearings before both the Zoning Administrator and the City Council.

South Whisman Area

The City took steps to rezone industrial land in the South Whisman Area to housing. The rezoning would enable a proposed project with a mix of residential densities and some retail uses. The plan also includes a new public park. The Environmental Planning Commission reviewed the Draft Precise Plan and the Environmental Impact Report (EIR) of the potential housing site.

Grant/Levin Project

On Grant Road near Levin Avenue, the City completed the annexation process for 15.6 acres that have been zoned for single-family homes. The existing zoning will allow up to 76 single-family homes to be built on the site. Work on this housing proposal included preparation of the Environmental Impact Report (EIR) and public hearings before the Zoning Administrator and City Council, as well meetings with the surrounding neighborhood residents.

Volunteers in Action

Public Works on the Job

In response to strong Winter storms this year,
Public Works Department crews were on the job
cleaning storm drain inlets, sweeping streets,
removing debris, providing sandbags and ensuring the readiness of back-up generator power for
essential City operations. Along with Police and
Fire staff, Public Works personnel are a vital part
of the City's emergency services.

Public Safety

In addition to providing high-quality public safety and protection services to our community, the Mountain View Police and Fire Departments continued outreach efforts this year aimed at crime prevention and emergency preparedness.



Police Department

The Department's City and voluntary non-profit outreach efforts with the community this year included:

- **Dreams and Futures**, an award-winning program that offers academic and athletic activities for at-risk youth.
- Choices, an award-winning program that prepares high school students for college or the workforce, and Choices LITE that teaches safety education and awareness to middle school children and their parents.
- Neighborhood and Business Watch, a program designed for residents and business owners to help reduce crime and provide them with non-emergency problem-solving techniques.
- Police Activities League (PAL), a program providing recreation, education and other activities for young people as an alternative to gangs and criminal activity.
- **Women's Safety**, a presentation for women aged 13 and over that teaches self-awareness, safety tips and survival tools.

Gang Prevention

The Police Department's Gang Prevention Team provided classes and information on steps to take to discourage young people from gang activity to local parents, students and community members at schools, churches and neighborhood centers. (The City also actively sought grants—see story on page 4.)

Local Businesses Emergency Preparedness

The Fire and Police Departments began meeting with local companies and businesses this year as part of a new program to bring together public and private sector resources in preparing for emergencies. The Federal government's Critical Incident Protocol program provides opportunities for local governments and businesses to develop a joint strategy and to communicate regularly in order to keep the protocol up-to-date.



Fire Department

The Fire Department's Community Emergency Response Team (CERT) training program continued to expand this year, offering residents classes in disaster preparedness, fire suppression, light search and rescue, and team organization. One of the class sessions was again offered in Spanish, and for the first time CERT was presented in Mandarin Chinese. In addition, refresher Disaster Medical Operations Training was offered to all CERT members.

The Department's Office of Emergency Services offered eleven of the 20-hour training sessions during FY 2007-08 and 221 citizens graduated from the course. In addition, the training is now offered to neighborhood associations, condominiums and apartment complexes when at least 20 residents sign up for the course. Classes were offered in English, Spanish and Chinese (Mandarin).

New Fire Station 5

The City refined plans for the design of a new Fire Station 5 to replace the modular units currently in use. Plans for the new station at 2195 North Shoreline Boulevard will make use of numerous energy-saving and environmentally-friendly features.

City Honors, Awards and Grants

City/Google WiFi Partnership

The National League of Cities featured the partnership between the City and Google to bring free wireless service to the community this year at the League's 'City Showcase' exhibit in New Orleans. The California Association for Local Economic Development also recognized the program with a Merit of Excellence Award.

Multi-Lingual Community Outreach Program

The City's multi-lingual Outreach Program was also featured at the National League of Cities 'City Showcase' exhibit in New Orleans. Selected as an outstanding example of innovative service, the program provides information on City programs and services in four languages—English, Spanish, Russian, and Chinese—at meetings, special events and via telephone and E-mail.

IT Energy Conservation Rebates

Mountain View was one of the first cities in the Bay Area to implement a new software program that increases the efficiency of the City's desktop computers and makes the City eligible for a PG&E rebate program of up to \$15 per desktop computer. Efforts by the City's Information Technology (IT) Division have reduced the amount of power consumed in the City Hall data center by 25 percent.

Awards for Graham Sports Complex

The Graham Sports Complex continued to receive honors this fiscal year—with five awards recognizing the project's environmental and design achievements, as well as its contribution to the community. The project was named the Environmental Outstanding Project of the Year by the American Society of Civil Engineers—San Francisco Section. The project also received an Honor Award from the Consulting Engineers and Land Surveyors of California, a National Recognition Award from the American Council of Engineering Companies, and a Second Place Merit Award from the American Public Works Association. The project received a Crown Community Award from American City and County Magazine.

Solar City Award

The Northern California Solar Energy Association honored the City for its environmental sustainability commitment with a City Solar Award, recognizing Mountain View for the amount of solar photovoltaic technology installed in its facilities.

Climate Study Grant

The Bay Area Air Quality Management District awarded the City a \$45,000 grant for climate protection planning. Awarded to municipalities developing innovative projects to reduce greenhouse gas emissions, Mountain View was only one of two cities in Santa Clara County to receive this funding.

Emission Reduction Incentive Award Program

The City's Fleet Services Section was awarded \$24,000 by the Bay Area Air Quality Management District's motor vehicle emission reduction incentive program to offset a portion of the City's costs of purchasing twelve hybrids.

Traffic Safety Grants

The California Office of Traffic Safety awarded Mountain View two grants to help increase traffic safety in the City. The Police Department's Selective Traffic Enforcement Program (STEP) received \$50,910 to assist in identifying red light violators, intersections with a disproportionate number of traffic collisions and drivers not using seatbelts. The Public Works Department received a grant of \$41,082 to fund a new geographic information system that analyzes collision data. The new system will enable Police Department and Engineering Division personnel to identify high-risk accident locations within the city and prioritize safety improvement programs.

Assistance to Firefighters Grant

The U.S. Department of Homeland Security (DHS) awarded the Fire Department \$83,004 in grant funding for the replacement of the ageing exhaust removal systems in stations 1, 3, and 4. The Fire Department completed this project this Fiscal Year.

Gang Prevention Grant

Mountain View was the only city in Santa Clara County to receive a California Gang Reduction, Intervention and Prevention Grant from the State this year. The City will receive \$162,000 in funds over three years for gang prevention efforts.

General Operating Fund Budget

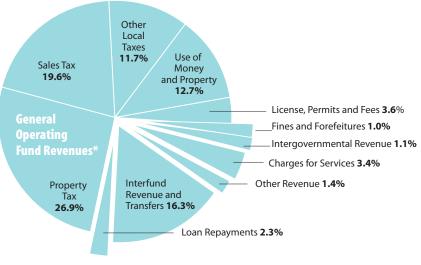
FY 2007-08 marked the second year the City was able to restore a limited number of high priority services and expenditures that had been reduced during the previous four-year period of budget challenges. The City continues to operate with a significantly reduced staffing levels. The state of the economy over the past fiscal year 2007-08, and potential State Budget impacts are again having negative effects on City revenues. The City will continue to carefully monitor and respond to these challenges.

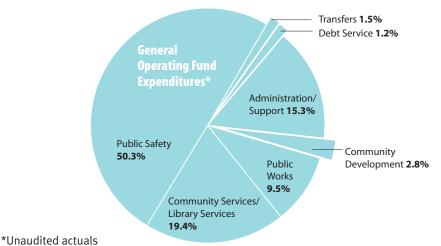
Financial Overview

The City's adopted FY 2007-2008 operating budget of \$243.1 million included the following major funding categories:

General Operating Fund \$84.9 million **General Fund – Building Services** 4.0 million 4.1 million General Fund - Shoreline Golf Links **General Fund Reserves** 49.6 million **Special Revenue Funds** 15.4 million **Shoreline Regional Park Community Fund** 22.4 million **Restricted Capital Project Funds** 1.0 million 46.3 million **Enterprise Funds Internal Service Funds** 15.4 million

\$243.1 million





The **General Fund** supports most of the general City Services provided to residents (e.g. Police, Fire, Recreation, Library, etc). An overview of General Fund revenues and expenditures for FY 2007-2008 is shown below. Also included as part of the General Fund, but accounted for separately are Building Services and Shoreline Golf Links.



Special Revenue Funds are used to support downtown revitalization activities, cable television franchise activities, federally funded Community Development Block Grant (CDBG) projects and parking district operations.

Shoreline Regional Park Community Fund support development and maintenance of the Shoreline Regional Park Community (North Bayshore Area).

Restricted Capital Project Funds are used for restricted project revenues, such as for park renovations and storm drain upgrades. Most major capital projects are budgeted in the City's General Capital Project funds.

Enterprise Funds are created to account for operations financed and operated in a manner similar to private business enterprises where the intent is that the costs of providing the service to customers is financed through user charges. Enterprise funds for the City of Mountain View include: Water, Wastewater and Solid Waste.

Internal Service Funds are used to account for the financing of goods and services provided by one City department to other departments on a cost reimbursement basis. Examples of Internal Service funds include: equipment maintenance, workers' compensation, employee benefits, retirees' health benefits, unemployment self-insurance, and the City's general self-insurance liability.

Finance and Administrative Services Awards

The City's Finance and Administrative Services Department was the recipient of several national and statewide awards in Fiscal Year 2007-08, including:

- The Government Finance Officers Association (GFOA)
 Award for Excellence in Financial Reporting
- The Government Finance Officers Association (GFOA)
 Distinguished Budget Presentation Award
- California Society of Municipal Finance Officers (CSMFO)
 Award for Excellence in Operational Budgeting
- California Society of Municipal Finance Officers (CSMFO) Award for Excellence in Public Communications
- California Society of Municipal Finance Officers (CSMFO) for Excellence in Capital Budgeting

City Wins AAA Credit Rating

The City of Mountain View once again received an AAA credit rating by Standard and Poor's, one of the nation's top-ranked independent credit rating agencies.

Mountain View City Council

Mayor: Tom Means

Vice Mayor: Margaret Abe-Koga

Councilmembers:

Ronit Bryant Nick Galiotto Laura Macias Matt Pear Jac Siegel

Kevin Duggan, City Manager

City Manager's Office

P.O. Box 395, Mountain View, CA 94039 (650) 903-6301

City Web Page

www.mountainview.gov

The Annual Report is available on the City's website.

Extra Copies

A limited supply of extra copies of *The Annual Report is* available at City Hall, 500 Castro Street, the Mountain View Public Library, 585 Franklin Street, and the Community Center, 201 South Rengstorff Avenue.

The Annual Report is printed on 30 percent recycled paper.

City Mission Statement

The City of Mountain View provides quality services and facilities that meet the needs of a caring and diverse community in a financially responsible manner.